



1. If someone came to you with a proposal to build a new piece of public infrastructure in our city, how would you evaluate whether the project was worth implementing?

In evaluating whether a project is worthwhile, I pledge to consider 3 questions:

- Will the project improve quality of life for Brockville residents?
- Will the project bring more people to Brockville?
- Will the project bring more businesses to Brockville?

If the answer to any of these questions is yes, the project is worth a closer look. To assess if the project is viable, I would encourage Council to consider the following:

- Does the project meet a specific need in the community?
- Is it in line with the strategic plan?
- Have the appropriate feasibility studies been done?
- Is the project sustainable?
- Will it be accessible?
- Has there been proper public consultation?

Council, along with the City Staff, needs to establish clear communication practices and work as a team to make an informed, evidence-based decision on any new proposal.

2. Brockville needs to get on track financially while at the same time needs to move strategically to improve its offer to its citizens and tourists. What experience do you bring to the table that demonstrates your leadership in fiscal responsibility as well as strategic success?

I have served in committee, board and student government roles that dealt with important financial decisions, and in professional environments that emphasized the value of a good strategic plan. As a United Way Youth to Youth board member, I participated in grant allocation decisions for local projects, and in United Way Board meetings regarding the progress of a fundraising campaign and general operation of the organization. I served in a similar grant allocation role with the Carleton University Students Association, as a member of the Student Initiatives Fund Committee. Both roles required consistent application of a standard set of criteria to select projects for funding and allocate an appropriate amount.

In my role as a Residence Fellow and later Community Advisor at Carleton University, I participated in the rollout of a new Residence Life Curriculum, which emphasized community learning with specific outcomes. Within my community of students, I was tasked with developing programming that would not simply entertain, but also meet specific educational goals and build community. Before securing funding for a project, I had to argue for its value, explain my approach, and create a budget. As a Community Advisor, I engaged in similar work from a perspective of upholding good student conduct, and advised Residence Fellows on how to deliver the curriculum in their communities.

I have also worked as a flight instructor with the Air Cadet Gliding Program, and later as a standards pilot. Instructors work with students to meet a clear goal – achieving their glider pilot licence – during an intensive 6-week training program. Meeting learning objectives is critically important as students progress through the course, and monitoring their performance helps to identify where students might require extra help. As a standards

pilot, I also teach new instructors about flight instruction, and help them develop the skills required to pass their flying knowledge to students. If at any point a student is unable to meet their learning objectives, I interview the student and their instructors, create a plan to help the student improve, and may provide direct instruction to the student. This role has taught me about attention to detail, and provided valuable experience in helping others achieve their goals. It has also taught me the importance of teamwork and consistency within our team of instructors. If staff are on the same page, it is easier to work toward a common goal.

3. How do we attract and retain Young Professionals in Brockville?

As a young professional living in Brockville, I feel there are three key priorities for attracting and retaining young professionals:

1. Creating opportunity and attracting new business
2. Ensuring that Brockville's services are designed to include young people
3. Providing support for new businesses

Some young professionals want to live in a small city centre, but feel they will be unable to find economic opportunity in Brockville. Other young professionals may not like the idea of life in a small city due to a perceived lack of services and cultural attractions. Finally, some young professionals are struggling to start a small business due to lack of city support. We might lose these young professionals if they remain unconvinced that Brockville has recreation, entertainment and other services that will meet their needs. Establishing infrastructure for telecommuting and doing everything we can to attract businesses to Brockville is critical.

Recreation, entertainment and services are also important. Young professionals need to know that they will have something to do at the end of their work day, regardless of what time of year it is or how much money they have to spend. Supporting our arts community, expanding and improving the trail network, and building recreation facilities where appropriate are important elements of this equation. An effective public transit system, sustainable practices, and an accessible, inclusive community are all significant factors in a young professional's decision to move here. Additionally, marketing Brockville as a place that has these services (and is constantly working to improve them) is critical. Currently, our advertising strategy does not appear to take full advantage of newer platforms in attracting young professionals. Online advertising and social media make it possible to target very specific consumers, including young professionals who are looking for work in a field that is prevalent in Brockville, or those who are actively looking for a change. We must take

advantage of these services, while also using creative campaigns to generate organic interest online.

Specific to business needs, working with young entrepreneurs will also help attract young professionals to Brockville. Providing support in the form of a guide to Brockville – with relevant information about building codes, resources, services and contact information – is part of this role for the City. Infrastructure improvements to roads and transit, upgrades to Brockville’s telecommunications network, and maintaining reasonable property taxes all contribute to business success. Working with the Downtown Brockville Business Improvement Area, the Chamber of Commerce, and the Young Professionals Network to better serve businesses and professionals in Brockville is also a priority for me. Council should always seek as much advice as possible from knowledgeable sources in order to accurately assess and meet community needs.

4. What are your 3 main priorities for economic development and what key steps will you take to bring your vision to a reality?

My 3 main priorities for economic development are:

1. Better cooperation with surrounding municipalities
2. A more fluid experience for tourists visiting Brockville and the 1000 Islands Region
3. Support for local businesses

The St. Lawrence Economic Development Corridor is doing excellent work to attract businesses to the region. Even more coordination between existing partner municipalities in this initiative would bring greater prosperity to the region. Partnering with new municipalities, either by expanding the corridor or forging new agreements further afield will provide unique opportunities to collaborate, share best practices, and take advantage of an increasingly virtual economy.

A more fluid experience for tourists and visitors means better coordination between hotels, attractions and services both within Brockville and in nearby municipalities. It should be easy for travelers to plan a tour through our region, staying in a new city or town each night, hopping from place to place and visiting businesses in the area at each stop. The City and the Corridor have a role to play in encouraging cooperation between businesses, and providing information to visitors that will help them enjoy their time here and keep them coming back. Standardized signage guiding people through our City, showing them where things are and encouraging opportunities to shop is one simple but necessary solution. It is also worth exploring a smart phone app to guide visitors through Brockville, increasing winter tourism efforts through new festivals and entertainment opportunities, and investing in accessibility for the downtown core. This last point is critical if we want Brockville to become a premier tourist destination – the waterfront, shops and attractions in our City need to be accessible for everyone. This will require

investment from businesses, grants from the Province and coordination and investment on the part of the City. It is very much worthwhile and will have a positive, long-term economic impact for our city.

Finally, Council must **support services that make it easier to start a business**, and be willing to listen to business owners and entrepreneurs. I support creating a guide with contact information, resources, and information about services designed for new businesses. When seeking to establish a business in Brockville, or upon arriving, all entrepreneurs should be able to have all the information they will require to be successful at their fingertips, in a central location. It is also important to recognize that clear communication between city officials and business owners provides businesses with the chance to thrive. Reasonable property taxes are critical, as they are for residents who might seek to live in Brockville – young professionals and retirees alike. The City should aim for a property tax that is more in line with the Eastern Ontario average.

5. What actions would you take to improve public safety in Brockville?

Public safety in Brockville is about community – building a strong, resilient city where everyone can feel safe. This starts with supporting programs for our youth and the most vulnerable in our community. We must work with community partners to provide services that help our citizens become the best version of themselves. This might mean taking ownership of their community, seeking education and skills development to help lift themselves out of poverty, or overcoming addiction. We must ensure we are a community of upstanders – not bystanders – who will intervene, and provide assistance or a helping hand to those in need. We require a city-wide drug strategy, and a holistic approach to safety that includes health and social services. Above all, active outreach to the people at risk of becoming victims or perpetrators of crime must be a priority, to get people connected with the tools and resources that can help them.

We must also make improvements to infrastructure in the downtown, on the Brock Trail, and our streets. Police call buttons, better lighting, and more cameras have been floated as ideas to improve community safety over the past few months. A combination of these solutions, where appropriate and feasible, is required. Allocation of police resources, including foot or bike patrols and community policing initiatives, are also part of making our community safer. Council must work with the Brockville Police, to assess their need for resources and provide assistance or make changes where necessary.

6. Currently the city doesn't have Communication Policy – what are your thoughts to ensure there is an effective external and internal communication policy in place?

The City of Brockville needs a communication policy that clearly outlines expectations and responsibilities for all members of Council, City staff, and volunteer committees. This is part of achieving the level of accountability that Brockville residents expect from their City. A communication policy would allow Council to operate more effectively by identifying when communication is required, why it is required, how the communication should occur, and who should communicate. The policy would take any guesswork and grey areas out of communication decisions, and facilitate increased accountability for members of Council. If Council is informed of decisions, projects, programs and facilities in the appropriate way, it is better able to manage City resources. Likewise, if the public is appropriately informed of decisions made by City staff and Council, the City's financial situation, and any other relevant information, citizens can have confidence in their local government and are empowered to more easily participate in the democratic process. If information is readily accessible and shared online, our community will be more aware of the issues facing Brockville.

7. What projects / policies would you champion to help small businesses grow?

As I have identified above, helping small businesses grow is a matter of giving business owners and entrepreneurs the tools to succeed. At the most basic level, helping small businesses grow means making sure it is affordable to do business in Brockville. Reasonable property taxes are one of the most prevalent issues and should be addressed over the next several years. If businesses can't afford to set up shop in the City, we may lose them to nearby municipalities when the time for expansion comes.

Other issues can also affect a small business' ability to grow. Working within building codes and zoning bylaws can be a complex and daunting task for anyone. The City should improve communication and information sharing between departments, to make it easier for business owners in the process of expanding to access the services they need. As business owners work to make their businesses more accessible, the City should also provide assistance in seeking grants, supporting efforts to improve accessibility, and reaching out to businesses about how they can become more accessible. Finally, the City must work with developers and property owners to establish and carry out a plan to fill empty storefronts in our downtown. If our downtown core remains vibrant in the years ahead, our small businesses will have the chance to succeed.

I would also support the work of the St. Lawrence Economic Development Corridor, and explore new partnerships with other municipalities (either through expansion of the Corridor or separate agreements). This would make it easier for small businesses to grow within the corridor, should a Brockville business owner seek to extend their services into another municipality, or a business owner in another municipality wish to extend into Brockville.